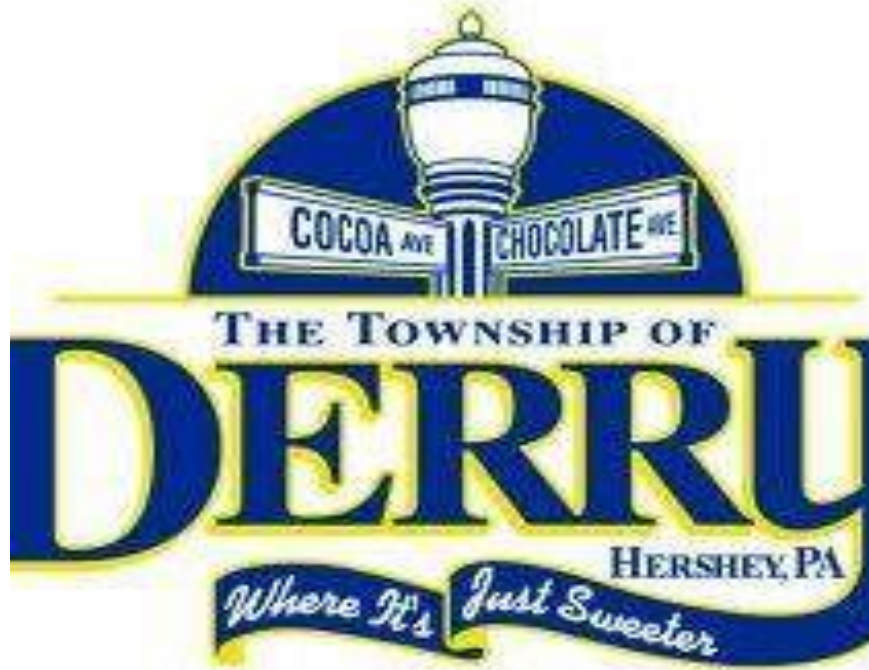


# **Saving the World through Zoning: Small-Town Success Stories**

**January 2015**

Sandy Ballard



# Hershey PA

**A small town with big numbers**

Milton Hershey Home & School with \$8B Trust  
Hershey Chocolate Co.  
Hershey Amusement Park  
Penn State Medical Center



# Where is Hershey?



# Hershey @ a Glance

- Population 25K
- +5M tourists & 4.2M medical visitors annually
- 3 of the 4 largest employers in county:
  1. Penn State Hershey Medical Center - 9K+
  2. Hershey Entertainment (HersheyPark) - 2K FT 7K PT
  3. The Hershey Company
- 27 sq mi (1/2 owned by Hershey School Trust)
- Hershey School Trust owns
  - Hershey Entertainment - 100%
  - Hershey Chocolate Co. - 50% voting control

# Milton Hershey's Model Town





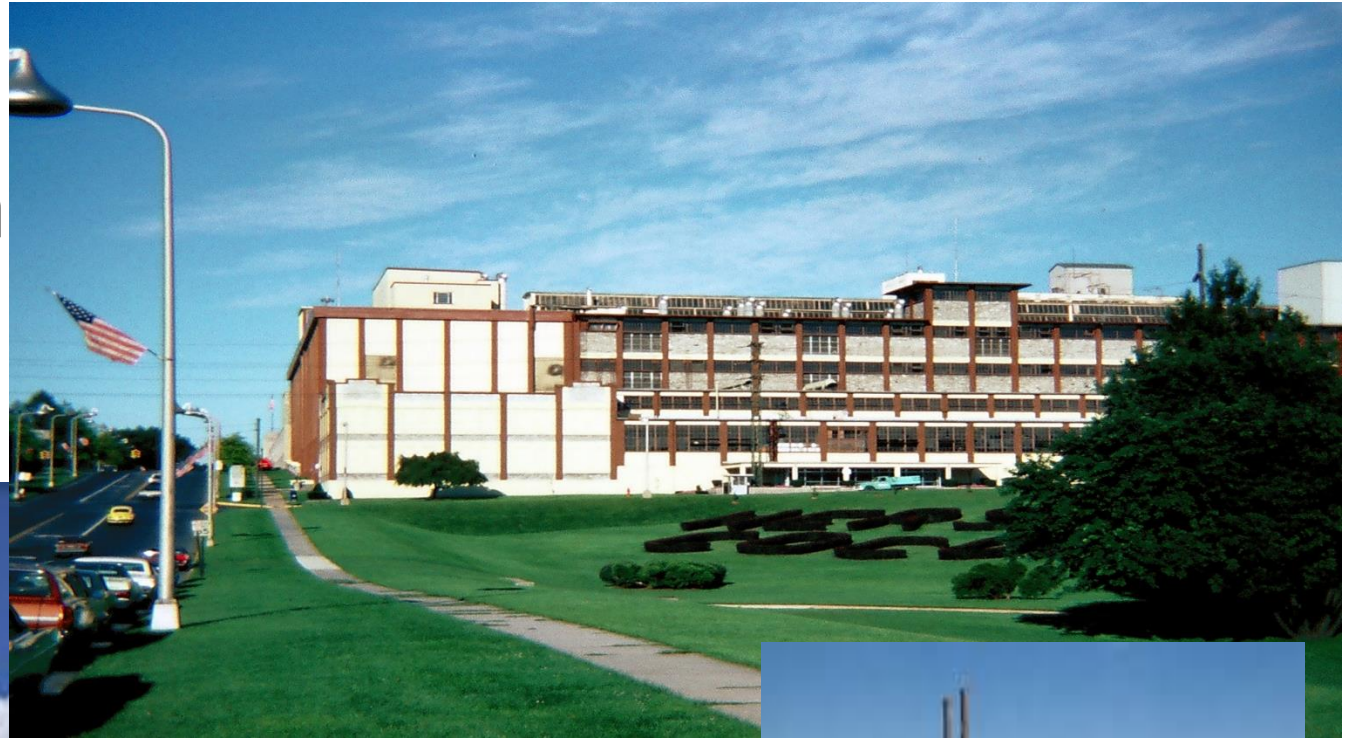
*CHOCOLATE AVENUE*

**HERSHEY, PENNSYLVANIA**





# Former Downtown Factory



Now Gone.  
What will be  
built ?



# Government

- **5 elected Supervisors**
- **6 year terms**
- **Professional Township Manager**
- **Large staff - 200 FTE**
- **\$16 M budget**

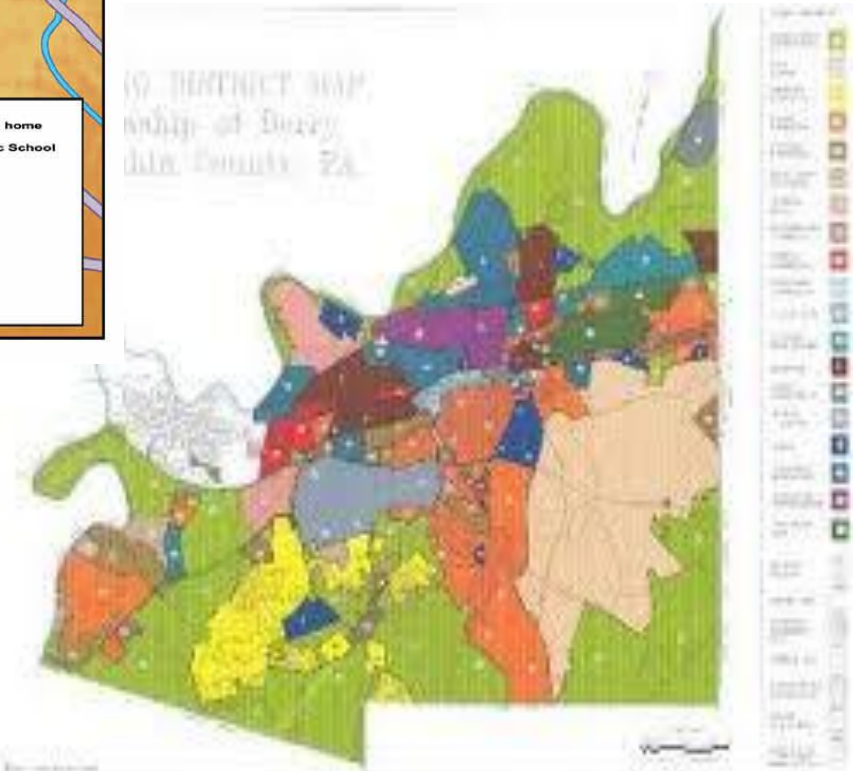
## Revenue (% of total budget)

**Income Tax** – 1% income of employees in Twp 27%  
**Occupation Tax** \$250/employed resident 14%  
**Local Services Tax** \$52/employee in Twp 8%  
**Real Estate Transfer Tax** 3%  
**Real Estate Tax** 14%  
**Amusement Tax** -- 85¢/ticket sold -- 8%  
**Parking Tax** - 10% of parking fees -- 4%  
**Misc. Permits, Interest, Rents & Fines** 6%  
**Intergovernmental Revenue** 5%  
**Charges for Services** 11%

## Expenses (% of total budget)

**Police** 37%  
**Public Works** 14%  
**Recreation** 11%  
**Library** 7%  
**Community Development** 4%  
**Volunteer Fire Company** 3%  
**Fund Transfers** 14%  
**Administration** 10%

# 1945 Town to Suburban Sprawl



# Photos from Hershey Sept 2011 Flooding



# Comp Plan & SG Education

- April 2010 **Resolution** Passed
  - Listed 10 SG principles to make our intent clear
- Summer 2010, formed **Working Group** to do work
  - No funds were available to hire a consultant
  - Included all the Hershey Interests
  - Wrote Survey & resulting Vision
- Sept 2011 **Kick-off speaker** to drum up interest in Survey
  - Pulitzer Prize-winning journalist & author, Tom Hylton
  - Day after devastating floods and 100 people attended !
- At no extra charge, Hylton
  - Discussed SG in our region on radio talk show
  - Wrote an Oct 2011 Op Ed that highlighted SG issues
  - Published a Nov 2011 Hershey SG newspaper supplement
  - Repeated his presentation at the Med Center

Feb '12 - staff member & I go to **Smart Growth America** conference

# Step One – Community Survey

- **Survey Monkey** - Fall of 2011
  - Started with 10 Smart Growth principles
- Respondents could enter a **raffle to win** gift certificates
- 1,500 responses
  - Exceeded both our expectations and
  - The number of responses to be confident in the results.
- Jan 2012 survey results were shared through
  - Township web site and DerryVision.org
  - Township newsletter
  - Local newspapers, and
  - 22 **Listening Sessions** (e.g. AARP, Rotary ...) for additional input



# Community Vision Adopted

Working Group turned feedback into Vision  
Sept 2012 - Board approved

We envision Derry Township as a safe, healthy and active community valuing

- open space;
- vibrant cultural, social & business offerings; and
- welcoming neighborhoods & gathering places.

We envision

- a variety of housing opportunities
- with shops & services within walking distance &
- connected by a network of transportation options accessible to all.

We envision

- a prosperous future driven by our dynamic health care, research, educational, entertainment, business and manufacturing economies,
- while respecting our
  - cultural heritage and
  - scenic beauty.

The vision embraces the following principles:

1. Preserve unique **character**.
2. Focus on the revitalization of **downtown with a mixed-use** main street.
3. Promote **infill** & pedestrian connectivity.
4. Allow for compact, mixed-use development.
5. Create a safe transportation system for all citizens.
6. Require green stormwater management.



# SGA Technical Assistance

## Smart Growth Zoning Codes for Small Cities

- Oct 2012, over 100 residents & all supervisors attend **presentation**
- Next day's **workshop** on zoning & sub/land development codes
  - Included working group, staff, and board members
  - Discussed tools and options such as
    - Removing regulatory barriers,
    - Implementing incentives, and
    - Identifying regulatory gaps.
- **Current codes** are suburban-oriented with low density & separation of uses.
- Participants chose 3 important and feasible potential changes
  1. Encourage **compact, mixed-use** development in targeted areas;
  2. Enhance **mobility options**; and
  3. Promote **green infrastructure** storm water management
- Recommended completing Com Plan prior to ordinances revisions

# How To Make Changes

## 1. Encourage **compact, mixed-use development** in targeted growth areas

- Increase allowable density for residential developments in the downtown commercial districts.
- Permit live/work units in all commercial, office, and industrial areas, downtown districts.
- Allow mixed-use residential by right in growth nodes that are zoned commercial.
- In the downtown commercial district and designated growth nodes.
  - Reduce excessive setback regulations &
  - Increase the maximum floor area ratio standards (to allow more floor space/density).
- Adopt simple design standards to assure quality developments and neighborhood compatibility.
- Focus development in growth areas and reduce sprawl in rural parts of the Township.
- Encourage the use of the cluster subdivision option to preserve open space.

## 2. **Enhance mobility** options with safe alternative methods of travel.

- Reduce excessive off-street parking requirements in commercial districts.
- Require bicycle parking facilities in downtown zoning districts and larger commercial and multi-family projects.
- Reduce setbacks in the downtown commercial district to encourage walking.
- Require sidewalks that connect the perimeter streets.
- Require trails around developments and more pedestrian connections.

## 3. Promote **green infrastructure** stormwater management.

- Reduce impervious pavement and encourage shared and off-site parking.
- Permit street-side infiltration swales to replace curb/gutter in low-traffic areas.
- Reduce road pavement widths.
- Strengthen the required tree replacement ratio.
- Increase wetland buffers in low density zoning districts.

# 2013 to Current

- Jan 2013 Strong Towns' Chuck Marohn *Curbside Chat* – *ongoing community education*
- Three RFP's
  1. \$100K budgeted to finish Comp Plan & update Code
    - Hired Urban Research & Design Corporation
  2. Downtown Association formed
    - Most members part of Working Group
    - Hired Derck & Edson for revitalization plan
  3. Working on Regional Bike Connections Study